

The Vision It is the vision of the Fairfax County Redevelopment and Housing Authority (FCRHA) that affordable housing programs provide more than a roof overhead. Affordable housing – particularly Public Housing and the Housing Choice Voucher programs – can be the gateway to a better life and self-sufficiency. Rather than simply surviving, it is the vision of the FCRHA that the families we serve can truly *THRIVE*.

The FCRHA has created the THRIVE initiative – ***T**otal **H**ousing **R**einvention for **I**ndividual Success, **V**ital Services and **E**conomic Empowerment* - to serve as guiding principle for how we interact with families in our programs. It is our belief that by reinventing the way we do business through Moving to Work (MTW) - by connecting individuals and families to the services they need to overcome health and personal barriers and by providing employment opportunities – every person can find individual success.

FCRHA Commissioners

Robert H. Schwaninger, Chairman
John E. Betts
Robert C. Carlson
Christopher T. Craig
Willard O. Jasper
C. Melissa Jonas
Richard J. Kennedy
H. Charlen Kyle
Albert J. McAloon
Elisabeth Lardner
Rod Solomon

Fairfax County Department of Housing and Community Development - Key Staff

Kurt Creager, Director
Robert Easley, Deputy Director, Operations
Hossein Malayeri, Deputy Director, Real Estate
Carol Erhard
Thomas Fleetwood
Curtis Hall
Marijke Hannam
Leonise Leduc
Russell Lee
Kris Miracle
Aseem Nigam
James Speight
Nicole Wickliffe

Table of Contents

Introduction.....	3
General Housing Authority Operating Information	9
Proposed Moving to Work Activities.....	18
Approved Moving to Work Activities	44
Moving to Work Sources and Uses of Funds.....	71
Administrative	75
Appendices	77

Introduction

Moving to Work (MTW) is a demonstration program that offers public housing authorities (PHAs) the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies for low income families by allowing exemptions from existing public housing and tenant-based Housing Choice Voucher rules. The program also permits PHAs to combine operating, capital, and tenant-based assistance funds into a single agency-wide funding source, as approved by the U.S. Department of Housing and Urban Development (HUD). The purposes of the MTW program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish three primary goals:

- Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

The Fairfax County Redevelopment and Housing Authority's (FCRHA) MTW designation, received in 2013, is a key component of the FCRHA's THRIVE Initiative – – **Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment. THRIVE is an overall effort by the FCRHA to ensure that its customers achieve the greatest level of self-sufficiency of which they are capable, while at the same time ensuring the financial viability of its portfolio of affordable housing properties and creating cost efficiencies for its federal programs.**

It is the goal of the FCRHA's THRIVE initiative that every person and family in the FCRHA's programs do more than survive, the FCRHA wants them to thrive. The MTW Plan – as part of the THRIVE Initiative – is designed to ensure that individuals and families are provided not only affordable and attractive housing, but are connected to services and support that help them succeed and become self-sufficient. The MTW Plan will link households to services and programs offered by other Fairfax County human services agencies and community non-profit organizations. Such programs will support the concept of self-sufficiency ranging from personal money management, job training, language skills, and health services to perhaps even homeownership.

Moving Along the Housing Continuum

The FCRHA provides a continuum of affordable housing ranging from rental vouchers and Public Housing; to moderately priced rental apartments and townhouses; as well as affordable programs for homeownership. Each person or family fits somewhere along this continuum and it is the goal of THRIVE and the FCRHA's MTW Plan to help individuals find the right fit based on income and need – helping them progress along the continuum to self-sufficiency. The THRIVE Housing Continuum (herein referred to as “Housing Continuum”) provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. The four steps in the Housing Continuum provide a range of housing types and subsidy levels, each tied to the attainment of certain self-sufficiency skills.

Step One – Bridging Affordability¹. The County's Bridging Affordability rental subsidy program is designed to serve extremely low-income households earning 30 percent of the Area Median Income (AMI) and below, including those who are homeless. In Step One, participating households will focus on building basic self-sufficiency skills such as job readiness and financial literacy; they will receive “ready to rent” training, and receive services aimed at addressing basic self-sufficiency barriers, such as identifying child/elder care needs and assessing health needs.

Step Two – Public Housing or Housing Choice Voucher. The federal Public Housing and Housing Choice Voucher programs serve extremely and very low-income households (earning 50 percent of AMI and below) that need assistance in attaining an intermediate self-sufficiency skill set. Participants in Step Two will receive services designed to provide individual job skill development, address transportation needs, and ensure ongoing participation in health care services.

Step Three – Fairfax County Rental Program. The local Fairfax County Rental Program (FCRP) serves low and moderate income households (earning 80 percent of AMI and below) working toward an independent skill set, who are able to maintain stable employment, are participating in preventative activities, and are pursuing financial education such as retirement planning and homebuyer training.

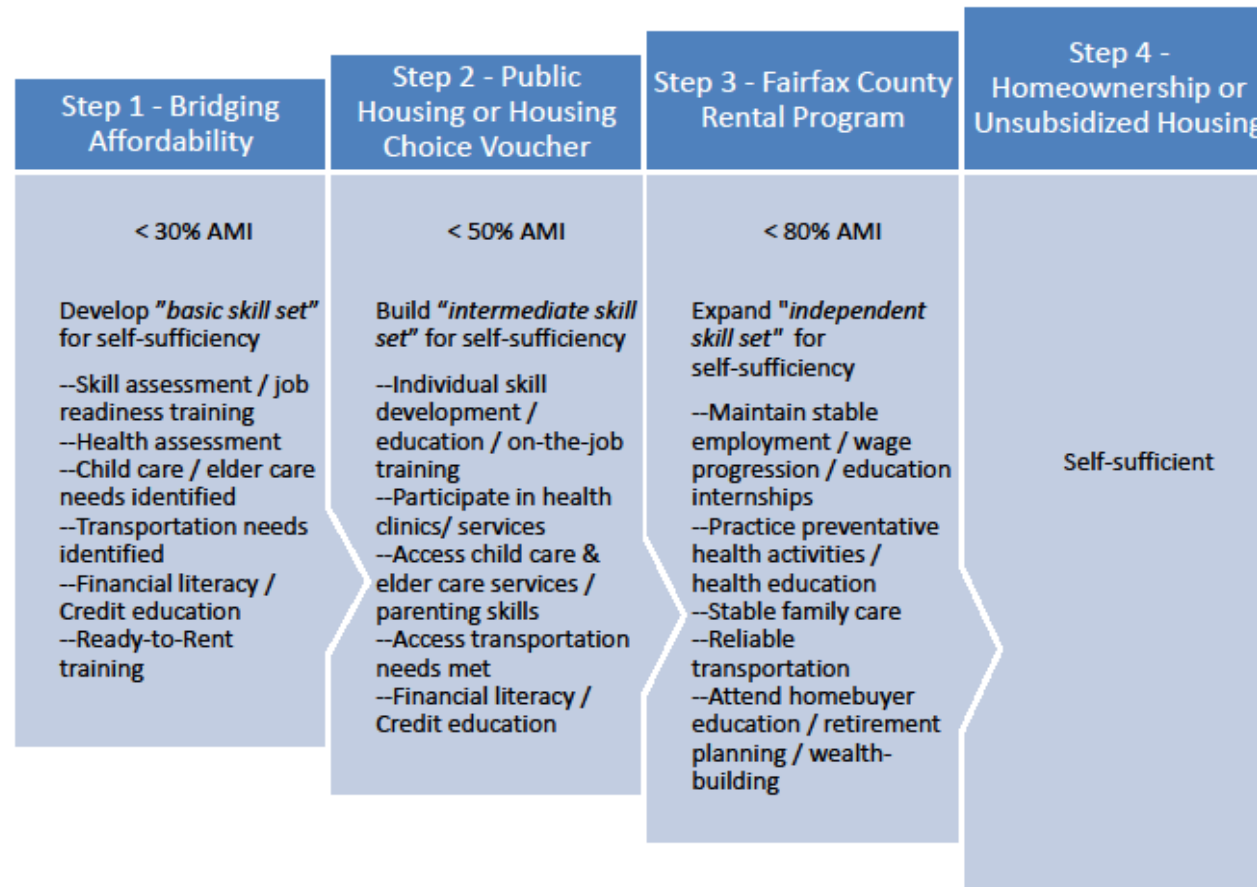
Step Four – Homeownership or Unsubsidized Housing. At Step Four, individuals and families will be considered self-sufficient. Staff will refer tenants to the FCRHA's First-Time Homebuyers Program.

Households can enter the Housing Continuum at any step, based on their skills and individual needs, and progress through the Housing Continuum to any step. Households will receive an individual assessment by FCRHA staff to determine what step in the Housing Continuum is right for them. For example, a homeless family that enters Step One/Bridging Affordability can progress directly to Step Three/FCRP if their skills and income increases sufficiently to do so. Similarly, a household may enter Step Three/FCRP directly if their income and skills allow.

¹ Bridging Affordability is a locally-funded rental assistance program that is subject to annual appropriations by the Fairfax County Board of Supervisors.

THRIVE Housing Continuum

A Stepped Approach that Provides Work Incentives, Service Supports, and Permanent Housing



Note: Elderly/disabled households may choose their level of participation in many aspects of the THRIVE/MTW program.

MTW allows the FCRHA to expand the scope and impact of the THRIVE Initiative. The FCRHA, consistently recognized by HUD as a high-performing public housing agency, is using the flexibility that comes with the MTW designation to:

- Create a **housing continuum** that seamlessly couples the County's *local and Federal* housing programs and establishes skills-based benchmarks to move customers toward the greatest level of self-sufficiency they are able to attain.
- Expand its already **strong community partnerships** with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond.
- Reduce the regulatory burden both on staff and customers, to allow a greater focus on **people – not paperwork**. MTW changes such as moving to biennially re-certifications will permit FCRHA staff to concentrate on facilitating access to self-sufficiency services and opportunities, such as job training and higher education.
- **Align housing resources with community needs**, consistent with the County's recently-adopted "Housing Blueprint".

"Moving to Work is a **great opportunity** for people in the FCRHA's Public Housing and Housing Choice Voucher programs – people like me – to have the housing and services we need to build a better tomorrow for our families."

*Paulette Whiteside,
FCRHA Resident*

Overview of the FCRHA'S MTW Goals and Objectives for Fiscal Year 2016

The FCRHA's THRIVE initiative activities are designed to increase the self-sufficiency outcomes of its assisted households; relieve staff administrative burdens; and give families additional housing choice. In FY 2016, the FCRHA will focus on implementing the following MTW activities:

- 2014-5 Institute a New Minimum Rent
- 2014-6 Design and Initiate a Rent Control Study
- 2015-1 Eliminate Flat Rents in the Public Housing Program
- 2016-1 Establish the Bridging Affordability Program as a Gateway to the THRIVE Housing Continuum
- 2016-2 Modify Project-Based Voucher Choice Mobility Criteria
- Begin the evaluation of MTW Block Grant

In addition, the FCRHA will continue to implement the following MTW activities:

- 2014-1 Reduction in Frequency of Reexaminations
- 2014-2 Eliminate Mandatory Earned Income Disregard Calculation
- 2014-3 Streamlined Inspections for Housing Choice Voucher Units
- 2014-9: Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs

Lastly, the following MTW activities are on-hold and may be revisited in the future:

- 2014-4 Streamlined Inspections for Public Housing Residents
- 2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination

Long Term Goals and Objectives



In the coming years, the FCRHA will continue to expand its vision to help families thrive while upholding HUD’s statutory objectives to increase cost efficiencies, move families to self-sufficiency and expand housing options.

Achieve Greater Cost Efficiencies

The FCRHA plans to achieve greater cost efficiencies by continuing to implement activities such as reducing the frequency of reexaminations and streamlining inspections. In addition, through the rent reform study, it is expected that the findings of this study will ultimately have an impact on long term efficiency by utilizing a simplified work stabilization deduction.

Assist Families to Move toward Self-Sufficiency

The rent reform pilot program, together with a new minimum rent, a contract with a non-profit organization to provide case management, new staffing structure at these Public Housing sites and providing incentives to these families, is expected to help families move toward self-sufficiency. In addition, utilizing Bridging Affordability as the first step of the Housing Continuum, a program that includes case management, is expected to also help families thrive.

Increase Housing Choice

The FCRHA plans to increase housing choice by creating additional connections between housing programs in the THRIVE Housing Continuum. Many of the FCRHA’s programs, like the Fairfax County Rental Program and the First-Time Homebuyers Program, have waiting lists. The FCRHA will continue to establish gateways between its programs to increase housing choices for families as they move toward self-sufficiency. In addition, the FCRHA has applied for RAD to convert its Public Housing portfolio to long-term Section 8 rental assistance contracts.

General Housing Authority Operating Information

Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year											
AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
PIC Dev. # /AMP	0	0	0	0	0	0	0	0	N/A	0	0
PIC Dev. Name											
Total Public Housing Units to be Added									0		
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other If Other, please describe: Not Applicable											

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
PIC Dev. # /AMP PIC Dev. Name	0	Not Applicable
Total Number of Units to be Removed	0	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
---------------	--	------------------------

Scattered sites

209

Anticipate to project-base 209 scattered site Public Housing units through Component 1 of RAD program

Anticipated Total New Vouchers to be Project-Based

209

Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year

486

Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year

486

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

The following units are designated for Uniform Federal Accessibility Standards (UFAS) conversion in FY 2016:

AMP - VA019000001

VA1901 Audubon

3429 Holly Hill Road #101

3429 Holly Hill Road #102

AMP - VA019000004

VA1945 Ragan Oaks

12101 Ragan Oaks #T-2

12105 Ragan Oaks #102

12105 Ragan Oaks #103

12105 Ragan Oaks #104

12105 Ragan Oaks #T-2

12109 Ragan Oaks #103

12109 Ragan Oaks #104

AMP - VA019000008

VA1942 Old Mill

5812 St. Gregory's Lane #1A

5816 St. Gregory's Lane #1B

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of All Planned Capital Fund Expenditures During the Plan Year

Following is a list of planned Capital Fund expenditures:

AMP - VA019000001

VA1936 Belleview - Replace windows-estimated cost \$108,000

AMP - VA019000002

VA1906 The Park - Repave parking lot & repair/replace failing sidewalks-estimated cost \$100,000

VA1926 Heritage I - Replace windows-estimated cost \$87,000

VA1928 Heritage South - Replace windows-estimated cost \$60,000

AMP - VA019000003

VA1940 Reston Towne Center- Repave parking lot-estimated cost \$65,000

AMP - VA019000004

VA1945 Ragan Oaks - Repave parking lot & repair/replace failing sidewalks-estimated cost \$95,000

VA1935 Barros Circle -Repair/replace failing sidewalks-estimated cost \$60,000

AMP - VA019000006

VA1938 Kingsley Park - Rewire balance (from FY15) of the townhouses-estimated cost \$150,000

AMP - VA019000009

VA1939 Colchester Towne - Replace windows -estimated cost \$30,000

VA1939 Heritage North - Replace windows-estimated cost \$57,000

Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/ Leased***
Federal MTW Public Housing Units to be Leased	833	9,996
Federal MTW Voucher (HCV) Units to be Utilized	3,244	38,928
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	-	-
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	108	1,296
Total Households Projected to be Served	4,185	50,220

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p> <div>Not Applicable</div>

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions	
Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
<div>Not Applicable</div>	<div>Not Applicable</div>

Waitlist Information

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Federal MTW Public Housing Program	Community-Wide	4438	Closed	No
Federal MTW Housing Choice Voucher Program	Community-Wide	694	Partially Open	No

Rows for additional waiting lists may be added, if needed.

* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types* : Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

The Housing Choice Voucher waiting list is partially open to serve homeless families referred by the local Office to Prevent and End Homelessness.

If Local, Non-Traditional Housing Program, please describe:

Not Applicable

If Other Wait List Type, please describe:

Not Applicable

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

Narrative of changes

Proposed MTW Activities: HUD Approval Requested

2014-5 Institute a New Minimum Rent

Along with its “people not paperwork” focus, the FCRHA is committed to creating a THRIVE Housing Continuum that provides the right housing at the right time, based on a household’s income and skill set – and allows participating households to move through the Housing Continuum as they become more self-sufficient. In order to achieve the next level of self-sufficiency and move through the Housing Continuum, families that are able to work must be engaging in some type of self-sufficiency activity. Families will need to be working, looking for work, in school, or in a job training program if they are to be successful at moving through the Housing Continuum. The FCRHA has long-standing relationships with job trainers and providers, such as the Northern Virginia Workforce Investment Board and the Northern Virginia Community College that provide invaluable resources to families in FCRHA programs. This activity will be further supported by the “paperwork relief” achieved through other activities (less frequent reexaminations and streamlined inspections) in the FCRHA’s MTW Plan.

The activity 2014-5 Institute a New Minimum Rent was first approved in the FCRHA’s 2014 MTW Plan and, in the current version discussed below, is being repropose for HUD approval in this FY 2016 MTW Plan. In an effort to encourage families that are able to work to seek employment and stay employed, the FCRHA is proposing a new minimum rent based on working wages. Specifically, the FCRHA is proposing to increase the minimum rent from \$50 to \$220 per month for “work able” families. This rent is based on one family member working 20 hours per week for four weeks during the month earning the minimum wage of \$7.25. This policy will be piloted with families in several properties in its Public Housing portfolio (THRIVE Pilot Portfolio) to best gauge the effects of raising the minimum rent on efforts to encourage families to work. Families will be given a one year notice of the minimum rent increase. Elderly and disabled families will be excluded from the higher minimum rent and eligible families will be able to apply for hardship exemption.

The FCRHA anticipates that:

- In the first year of implementation of this activity, the number of families that pay the new minimum rent will increase;
- In the second year of implementation of this activity, the number of families that pay minimum rent will begin to decrease; and
- Within three years of implementation of this activity, the majority of work able families that are not otherwise exempt will be working at least part-time in minimum wage jobs.

Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section C.11 *Rent Policies and Term Limits*
- Attachment C, Section D.2 *Rent Policies and Term Limits*

Activity Metrics

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2014 Public Housing estimated rental revenue was \$5,248,624.	All families will be given a one year notice of minimum rent increase. Therefore, no change in Public Housing rental revenue is anticipated in FY 2016 as a result of instituting a new minimum rent. The expected Public Housing rental revenue for FY 2016 is \$6,228,558.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the average earned income of families eligible for the experimental group in the Pilot Portfolio was \$18,249.	<p>All families will be given a one year notice of minimum rent increase. Therefore, no change in the average earned income is expected in FY 2016 as a result of instituting a new minimum rent.</p> <p>In FY 2016, the expected average earned income of families eligible for the experimental group in the Pilot Portfolio is \$18,249.</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full-Time	Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(2) Employed Part-Time	Part-time employment is not tracked separately from full-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(3) Enrolled in an Educational Program	This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	In FY 2016, the expected heads of households enrolled in an educational program is 16.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

(4) Enrolled in Job Training Program	<p>This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p>	In FY 2016, the expected heads of households enrolled in a job training program is 16.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(5) Unemployed	In FY 2014, the total number of families with a head of household that was neither elderly nor disabled (i.e. "employable"), and had no earned income is 664.	In FY 2016, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 600.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(6) Other: Employed Part- or Full- time	In FY 2014, the total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495.	In FY 2016, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1527.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	In FY 2014, the total number of PH and HCV households receiving TANF assistance was 181.	In FY 2016, the expected number of households receiving TANF is 176.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2016 as a result of implementing a new minimum rent. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Additional Rent Reform Activity Information

Impact Analysis: The anticipated impacts and the metrics that will be used to assess the impacts of this reform can be found above. Although the FCRHA does not anticipate that instituting a new minimum rent will disproportionately affect households in any specific group, raising the minimum rent may have the unintended consequence of increasing the number of families that are not able to make full and timely rent payments. In FY 2015, 46 families will be paying the current minimum rent. If minimum rent is raised to \$220 from \$50 beginning July 1, 2016 and none of the families' gain additional employment, 118 families will begin paying the new minimum rent. However, since this activity will be pilot along with the Rent Reform Control Study, all families affected by the minimum rent activity will have access to case management services and incentives that focus on moving families toward self-sufficiency including access to employment services.

Annual Reevaluation of Rent Reform Initiative: Outcomes will be measured and reviewed annually using the metrics described above and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria: All families will be subject the FCRHA's Hardship Policy.

Transition Period: All families will receive at least one year advance notice prior to implementation of the new minimum rent. During this transition period all affected families will have access to case management services aimed at improving self-sufficiency.

2014-6 Design and Initiate a Rent Control Study

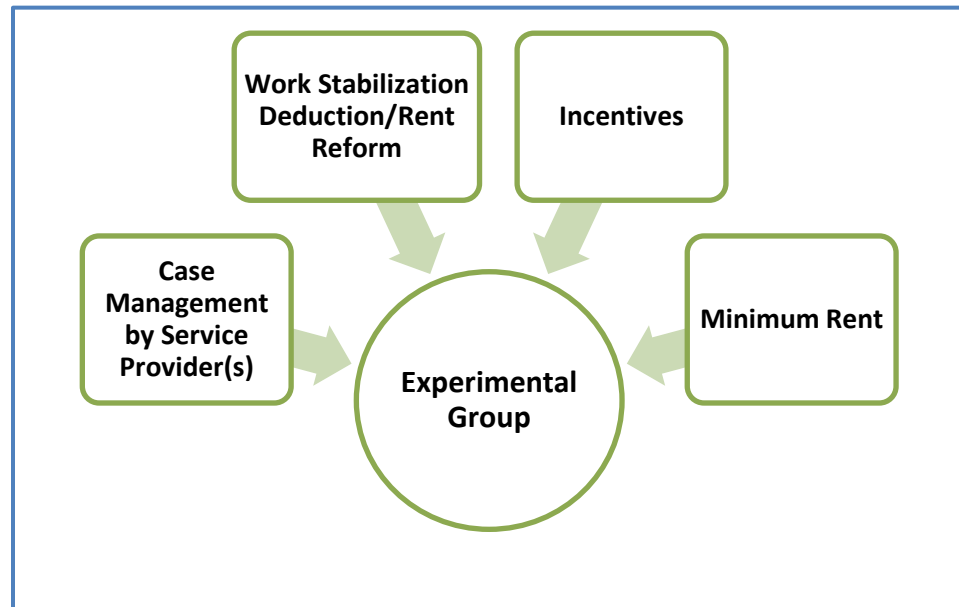
The FCRHA, in collaboration with George Mason University (GMU) and the THRIVE Rent Reform Subcommittee, has redesigned the alternate rent strategy for families in the rent control study giving them an opportunity to increase deductions as they increase their income. Coupled with more access to FCRHA staff and other county and nonprofit self-sufficiency resources, as well as self-sufficiency incentives, the FCRHA believes this strategy will more effectively support self-sufficiency than HUD's current rent calculation. Additionally, the FCRHA's partnership with two centers at George Mason University – the Center for Regional Analysis and the Center for Social Science Research – will ensure the FCRHA can implement this study while maintaining the agency's financial solvency, serving the same number of families, and accurately evaluating the impact of the rent reform efforts.

The activity 2014-6 Design and Initiate a Rent Control Study was first approved in the FCRHA's 2014 MTW Plan and, in the current version discussed below, is being repropose for HUD approval in this FY 2016 MTW Plan.

The FCRHA's Rent Control Study proposes an alternate rent strategy for incentivizing families to increase their income and savings through a simplified approach to calculating a family's adjusted income by:

- Continuing to exclude income directly related to achieving self-sufficiency, such as income from training programs and student financial assistance;
- Utilizing a "work stabilization" deduction to replace existing deductions. The new Work Stabilization Deduction will equal 20 percent of the family's gross earned income;
- Alternating income reexaminations every two years so families can take advantage of income increases without a resulting rent increase;
- Providing case management services through a contract with non-profit organizations that will focus on moving families toward self-sufficiency and partnering with SkillSource, the local Workforce Investment Board employment one-stop organization, to provide a dedicated employment specialist;
- Providing incentives for families that meet self-sufficiency goals; and
- Implementing a minimum rent to further encourage families to work. This activity is discussed under MTW activity 2014-5 Institute a New Minimum Rent.

Staff from the Fairfax County Department of Housing and Community Development, together with the THRIVE Rent Reform Subcommittee, has been meeting regularly with George Mason University's Center for Regional Analysis and Center for Social Science Research to design the study. The study will focus on three large Public Housing properties in the THRIVE Pilot Portfolio with a total of 267 units, the experimental group.² Residents in the experimental group will participate in the new minimum rent, the new rent reform, a self-sufficiency incentive program, and receive case management/self-sufficiency services through a non-profit organization (see Illustration below).



The control group will consist of residents living outside of the THRIVE Pilot Portfolio whose minimum rent and rent calculation will remain unchanged. The control group will not receive incentives or receive services beyond those generally available on their properties or in the community.

The GMU study will identify and report on independent, control and dependent variables and outcomes and primary data collection will come from FCRHA database records. The study will report on self-sufficiency metrics including changes to household income and savings, need for Temporary Assistance to Needy Families (TANF), changes in housing subsidies, and participation in services that increase self-sufficiency. The

² A randomized selection of units is not possible as individual units receiving different rent structures would risk "contamination" effect and prevent efficient service delivery at centralized property locations.

final GMU report will include a discussion of methodology and findings. Recommendations will cover substantive implications for FCRHA, as well as suggestions for additional housing program research.

The FCRHA anticipates that as a result of the rent reform activities:

- There will be an increase in the average household income;
- There will be an increase in average household savings;
- Fewer households will remain on TANF;
- All households in the study experiment group will be assisted with services aimed at increasing self-sufficiency; and
- There will be a reduction in the average unit subsidy of households in the test group.

Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section B. 1 *Single Fund Budget with Full Flexibility*
- Attachment C, Section B.2 *Partnership with For-Profit and Non-Profit Entities*
- Attachment C, Section C.4 *Initial, Annual and Interim Income Review Process*
- Attachment C, Section C.11 *Rent Policies and Term Limits*
- Attachment D, *Use of MTW Funds*

Activity Metrics

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the average earned income of families eligible for the experimental group in the Pilot Portfolio was \$18,249.	The FCRHA does not expect the average earned income of households in the rent control study to increase in FY 2016, the first year of implementation of rent reform. In FY 2016, the expected average earned income of families eligible for the experimental group in the Pilot Portfolio is \$18,249.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #2: Increase in Household Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the average total assets of households in the Pilot Portfolio was \$3221.	The FCRHA does not expect the average household savings to increase in FY 2016, the first year of implementation of rent reform. The expected average total assets of households in the Pilot Portfolio is \$3221.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full-Time	Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(2) Employed Part-Time	Part-time employment is not tracked separately from full-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(3) Enrolled in an Educational Program	This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	In FY 2016, the expected heads of households enrolled in an educational program is 16.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

(4) Enrolled in Job Training Program	<p>This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p>	In FY 2016, the expected heads of households enrolled in a job training program is 16.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(5) Unemployed	In FY 2014, the total number of families with a head of household that was neither elderly nor disabled (i.e. "employable"), and had no earned income is 664.	In FY 2016, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 600.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(6) Other: Employed Part- or Full- time	In FY 2014, the total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495.	In FY 2016, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1527.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	In FY 2014, the total number of PH and HCV households receiving TANF assistance was 181.	In FY 2016, the expected number of households receiving TANF is 176.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	This data was not previously tracked. The initial baseline is zero.	In FY 2016, the expected number of households receiving self-sufficiency serves as a result of the rent control study is 271.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #7: Increase in Agency Rental Revenue</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the estimated rental revenue is \$6,187,194.	In FY 2016, the estimated rental revenue is \$6,228,558.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2016 as a result of initiating the rent control study. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Additional Rent Reform Activity Information

Impact Analysis: A description of this rent reform initiative to institute a new minimum rent, its anticipated impacts and the metrics that will be used to assess the impacts of this reform are discussed above. The FCRHA does not anticipate that the rent reform study will disproportionately affect households in any specific group; elderly and disable households will not be part of study. In FY 2015, 618 families will be paying an average rent of approximately \$632 based on 35 percent share of rent. The average deduction for these families is anticipated to be approximately \$1,258. Under the proposed rent reform, the new work stabilization deduction will increase to approximately \$4,148 and the average family share of rent will decrease to approximately \$566. The FCRHA anticipates that the reduced rent, coupled with incentives and case management services, will result in increased household savings, achievement of family self-sufficiency goals and movement of families along the Housing Continuum.

Annual Reevaluation of Rent Reform Initiative: Outcomes will be measured and reviewed annually using the metrics described above and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria: All families will be subject the FCRHA's Hardship Policy.

Transition Period: All families in properties selected for participation in the rent reform experiment group will receive at least a ninety-day notice prior to implementation of the new reform policies.

2016-1 Establish Bridging Affordability as a Gateway to the THRIVE Housing Continuum

The FCRHA is committed to creating a THRIVE Housing Continuum that provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. Through this activity the FCRHA is proposing to create a gateway to the Federal programs for those at the first step of the Housing Continuum, using the Fairfax County Bridging Affordability (BA) program, to define the entry point into the BA program and the Housing Continuum, and to facilitate movement along the Housing Continuum. This activity will address the MTW statutory objectives of assisting families to move to self-sufficiency and increasing housing choice.

Historically, waiting lists for affordable housing in Fairfax County have been lengthy and very low income families can wait seven years or more before receiving a Housing Choice Voucher or Public Housing unit offer. The Fairfax County Department of Housing and Community Development operates the Bridging Affordability program, a locally-funded rental subsidy program for income-eligible households who are either: 1) homeless; or 2) on one of the County's waiting lists for affordable housing. The BA program provides temporary rental subsidies of one to three years to help these families while they wait for permanent housing opportunities and, by partnering with non-profit organizations, the program also provides case management/supportive services to help families with their unique needs.

The program was developed through the collective effort of non-profit organizations, community advocates, the FCRHA, Fairfax-Falls Church Community Services Board (CSB), and the Fairfax County Office to Prevent and End Homelessness. Bridging Affordability is operated by a collaborative of non-profit organizations led by Northern Virginia Family Service (NVFS), under contract with Fairfax County. Fairfax County provides rental subsidies, up to the Fair Market Rent, and NVFS manages the eligibility process, assists families in locating units, and provides services to families in an effort to achieve self-sufficiency. In addition, NVFS leverages resources that cover a wide variety of services, including supporting case managers, employment specialists, and housing locators.

The Bridging Affordability program is modeled after the Housing Choice Voucher program. Like the Housing Choice Voucher program, the Bridging Affordability program can be used across the County, and expands housing options for low-income households, including persons with physical or sensory disabilities and families eligible for services provided by the CSB, which serves persons with mental illness and intellectual and developmental disabilities. Similarly to the current Housing Choice Voucher program, families are phasing in to a 35 percent family share of rent. And like the Housing Choice Voucher program, all BA units must meet Housing Quality Standards. These similarities have been built into BA to ensure a seamless transition between steps in the Housing Continuum.

In FY 2016 the FCRHA will:

- Establish Bridging Affordability as a gateway into the THRIVE Housing Continuum, allowing these families to continue to progress toward self-sufficiency.
- Use MTW block grant funds to pay for security deposits or first month's rent for families entering into the Bridging Affordability program. These families often find it difficult to pay these initial expenses.
- Work closely with NVFS to identify current BA households that are prepared to move to the next step in the Housing Continuum, based on their successful participation in BA; an assessment of the household's self-sufficiency needs and income; and the housing resources available within the Housing Continuum.
- Provide a local preference on FCRHA affordable housing waiting lists for families in the Bridging Affordability program who are transitioning out of the program and have no other viable options for affordable housing.

The FCRHA anticipates that this activity will allow the County to provide affordable housing choice to up to 100 families each year, while at the same time assisting these families with their self-sufficiency needs.

Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section B. 1 *Single Fund Budget with Full Flexibility*
- Attachment C, Section B.2 *Partnership with For-Profit and Non-Profit Entities*
- Attachment C, Section D. 4 *Waiting List Policies*
- Attachment D, *Use of MTW Funds*

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Fairfax County Bridging Affordability funds were not leveraged prior to implementation of this activity. The baseline is zero.	Expected amount of County funds leveraged after establishing BA as a gateway into the Housing Continuum is \$4,318,400.	To be provided in the Annual MTW Report.	To be provided in the Annual MTW Report.

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	This metric was not tracked for BA households prior to implementation of the Gateway activity. The baseline is zero.	The expected number of BA households receiving self sufficiency services after establishing Bridging Affordability as a gateway to the Housing Continuum is 100.	To be provided in the Annual MTW Report.	To be provided in the Annual MTW Report.

<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving BA rental subsidy.	This metric was not tracked for BA households prior to implementation of the BA gateway activity. The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2016 as a result of establishing BA as a gateway to the Housing Continuum. The benchmark is zero.	To be provided in the Annual MTW Report.	To be provided in the Annual MTW Report.

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	This metric was not tracked for BA households prior to implementation of the Gateway activity. The baseline is zero.	The expected households able to move to a better unit and/or neighborhood of opportunity after establishing Bridging Affordability as a gateway to the Housing Continuum is 100.	To be provided in the Annual MTW Report.	To be provided in the Annual MTW Report.

2016-2 Modify Project-Based Voucher Choice Mobility Criteria

Modifying the Project-Based Voucher (PBV) Choice Mobility Criteria will allow the FCRHA to prioritize its limited resources to the neediest families and align housing resources with community needs. The FCRHA believes that changing the PBV choice mobility criteria will result in greater housing choice for new families entering the THRIVE Housing Continuum. The goal of this activity is to assist families not yet served while maintaining the stability of families already housed. The FCRHA plans to reserve a majority of the tenant-based voucher opportunities for new families on its waiting list and will promote the stability of families in PBV units by encouraging continued housing assistance at their current residence.

When its voucher program is fully leased, the FCRHA typically has fewer than 200 tenant-based vouchers available due to attrition. Currently, families living in PBV units are given priority to receive tenant-based vouchers after only one year of residency (while keeping the project-based voucher at the original property), thereby reducing the number of tenant vouchers available to new families on the waiting list. Utilizing MTW, the FCRHA is proposing an alternative policy that prioritizes tenant vouchers for new families and limits the number of PBV holders that receive a tenant voucher in any given year. By modifying choice mobility criteria, the FCRHA will reduce the wait time for families on its tenant-based voucher list, thereby expanding affordable housing opportunities for families not currently served.

The FCRHA is proposing to:

- Maintain a waiting list of families that request to convert their project-based voucher to a tenant-based voucher.
- Allow PBV families that request to move, to be added to the “PBV to HCV conversion” waiting list after one year of residency.
- Allow approximately 5 percent of the projected tenant-based vouchers each fiscal year to be available for choice mobility of PBV holders.

Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section D. 4 *Waiting List Policies*

Activity Metrics

HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the average applicant time on Housing Choice Voucher wait list was 108 months.	In FY 2016, no change in the average applicant time on Housing Choice Voucher wait list is expected. The benchmark is 108 months.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the baseline households able to move to a better unit was zero.	The FCRHA expects that all new admissions to the Housing Choice Voucher program, whether from the waiting list or from PBVs using choice mobility, will benefit from the opportunity to move to better units. The FCRHA anticipates that the percentage of new admissions from the wait list will increase while admissions from PBV moves may be limited. In FY 2016, the FCRHA does not expect an increase in the total number of households able to move to a better unit after modifying the PBV choice mobility criteria. The benchmark is 100 households.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Approved MTW Activities: HUD Approval Granted

Implemented Activities

2014-1 Reduction in Frequency of Reexaminations

Reducing the frequency of required reexaminations in the Public Housing and Housing Choice Voucher programs will allow the FCRHA to implement its “people not paperwork” approach. The FCRHA believes that families in its housing programs will be better able to focus on self-sufficiency and movement through the THRIVE Housing Continuum if staff – both Department of Housing and Community Development (HCD) and other Fairfax County agencies – are able to focus their efforts on working directly with families on their self-sufficiency needs. Although families will still be required to report any income and family composition changes to the FCRHA, staff will only process a reexamination every two years for all working families or three years for elderly and/or disabled families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources). This change is critical to ensuring that families can build their skill sets and work on challenges such as child care, elder care, wage progression, and reliable transportation; and have access to the full spectrum of resources available throughout Fairfax County. The FCRHA believes that it can have a significant impact on the lives of all families in its housing if staff has the time and training to refocus their efforts on people, and less on paperwork.

The activity 2014-1 Reduction in Frequency of Reexaminations was first approved in the 2014 MTW Plan Year. This activity’s main objective is to provide a work incentive for all families and to reduce the burden on staff and families by reducing the frequency of income reexaminations. The FCRHA proposed the following changes:

- Reexaminations will be reduced from annually to once every two years. Families that claim to have zero income will continue to meet with FCRHA staff regularly.
- Reexaminations for families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) will be conducted every three years.
- Interim increases—that is, increases in income between annual reexaminations— will be disregarded until the next scheduled biennial or triennial reexamination.

- Interim decreases, a reported decrease in income, will be limited to one during a calendar year and no interim decreases during the first six months after initial occupancy.

The reduction in the frequency of reexaminations provides an incentive to work for all families—including elderly families and/or people with disabilities who wish to be employed—who will not be subject to a rent increase when their income increases as a result of self-sufficiency successes such as new employment or job promotion. Through this activity, the FCRHA also expects to reduce the regulatory burden both on the participant families and staff to allow a greater focus on people—not paperwork. This program change will allow staff to dedicate additional time to facilitating self-sufficiency services for program participants, such as job training, higher education, and employment. The FCRHA believes that families in its housing programs will be more able to focus on self-sufficiency and movement through the THRIVE Housing Continuum if staff – both Fairfax County Department of Housing and Community Development and other Fairfax County agencies – are able to focus their efforts on working directly with families on their self-sufficiency needs.

In early 2014, the FCRHA started the implementation of this activity by informing HCV households and all those households in the Public Housing Pilot Portfolio about the biennial/triennial reexamination cycle. In July 2014, the FCRHA began phasing in affected households to the alternate reexamination schedule and expects to complete phase in by June 2016. The FCRHA has temporarily postponed its new interim policy (described above).

Activity Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<p>This baseline was set using FY 2014 data.</p> <p>\$30.2386 average hourly pay of reexamination specialists X 19,345 total staff hours for reexaminations (see CE#2 baseline) = \$584,965 total cost for reexaminations</p>	<p>\$29.11 average hourly pay of reexamination specialists X 7,590 total staff hours for reexaminations (see CE#2 benchmark) = \$220,945 total cost for reexaminations</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	<p>This baseline was set using FY 2014 data.</p> <p>Survey of staff revealed that staff spends on average 5 hours processing each reexamination.</p> <p>(5 hours X 3,532 HCV reexaminations = 17,660 HCV staff hours)</p> <p>+</p> <p>(5 hours X 337 PH Pilot Portfolio reexaminations = 1,685 PH staff hours)</p> <p>= 19,345 total staff hours for reexaminations</p>	<p>(5 hours X 1,330 HCV reexaminations = 6,650 HCV staff hours)</p> <p>+</p> <p>(5 hours X 188 PH Pilot Portfolio reexaminations = 940 PH staff hours)</p> <p>= 7,590 total staff hours for reexaminations</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>CE #5: Increase in Agency Rental Revenue</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<p>FY 2014 HCV estimated HAP disbursements were \$43,389,711.</p> <p>FY 2014 Public Housing estimated rental revenue was \$5,248,624.</p>	<p>No change in rental revenue is expected in FY 2016 as a result of Alternate Reexaminations.</p> <p>FY 2016 HCV estimated HAP disbursements are \$42,325,748.</p> <p>FY 2016 Public Housing estimated rental revenue is \$6,228,558.</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<p>This baseline was set using FY 2014 data.</p> <p>Average earned income of HCV households is \$24,504.</p> <p>Average earned income of PH households is \$24,993.</p>	<p>No change in the average household income is expected in FY 2016 as a result of Alternate Reexaminations.</p> <p>Expected average earned income of HCV households is \$24,504.</p> <p>Expected average earned income of PH households is \$24,993.</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full-Time	Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(2) Employed Part-Time	Part-time employment is not tracked separately from full-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(3) Enrolled in an Educational Program	This data was not tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	In FY 2016, the expected heads of households enrolled in an educational program is 16.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

(4) Enrolled in Job Training Program	<p>This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p>	In FY 2016, the expected heads of households enrolled in a job training program is 16.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(5) Unemployed	In FY 2014, the total number of families with a head of household that was neither elderly nor disabled (i.e. "employable"), and had no earned income is 664.	In FY 2016, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 600.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(6) Other: Employed Part- or Full- time	In FY 2014, the total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495.	In FY 2016, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1527.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	In FY 2014, the total number of PH and HCV households receiving TANF assistance was 181.	In FY 2016, the expected number of households receiving TANF is 176.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2016 as a result of alternate reexaminations. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

2014-2 Eliminate Mandatory Earned Income Disregard (EID) Calculation

Eliminating the Mandatory Earned Income Disregard (EID) calculation is an opportunity for cost effectiveness and allows staff to reallocate resources toward self-sufficiency development. EID regulations are cumbersome to apply yet affect only 1 percent of families in the Public Housing and Housing Choice Voucher programs. The FCRHA believes the time spent on complying with this relatively obscure calculation is better used to help families with Individual Development Plans and goal-setting.

The FCRHA initially proposed eliminating the HUD-mandated EID calculation in its FY 2014 MTW Plan. As part of the HUD-mandated EID calculation, any family in the Public Housing program, and any family in the HCV program that included a member(s) with disabilities, was eligible for EID when an unemployed or under-employed family member obtained a job or increased their wages. The resulting income increase was fully excluded for 12 months and 50 percent excluded for an additional 12 months. In FY 2011, only 52 families in the FCRHA's Public Housing and Housing Choice Voucher programs benefited from the EID calculation.

In its 2014 Plan, the FCRHA proposed eliminating the HUD-mandated EID calculation and in February 2014 began notifying affected families. In order to allow families to prepare for any potential changes in rent, families that received notification within three months of their reexaminations are being phased out at their second annual reexamination. The FCRHA will complete this activity and eliminate all use of the EID calculation in Fiscal Year 2015. No new families will receive the disregard in FY 2016; that is, the EID calculation will no longer be included as part of any rent calculation. The FCRHA does not anticipate changes or modifications to this activity during the 2016 Plan year.

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$30.2386 average hourly staff pay X 130 staff hours to track EID calculations (see CE#2) = \$3,931 total cost to track EID calculations	The EID calculation has been eliminated. The expected cost of tracking EID calculations in FY 2016 is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	<p>Survey of staff revealed that staff spends on average 2.5 hours tracking EID calculations.</p> <p>2.5 hours X 52 households with EID = 130 total staff hours to track EID calculations</p>	The EID calculation has been eliminated. The expected staff time dedicated to tracking EID calculations in FY 2016 is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	The average error rate associated with EID calculations was 6 percent in FY 2014.	The EID calculation has been eliminated. The expected average error rate for tracking EID calculations in FY 2016 is zero percent.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>CE #5: Increase in Agency Rental Revenue</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<p>FY 2014 HCV estimated HAP disbursements are \$43,389,711.</p> <p>FY 2014 Public Housing estimated rental revenue is \$5,248,624.</p>	<p>No change in rental revenue is expected in FY 2016 as a result of eliminating the EID calculation.</p> <p>Expected FY 2016 HCV HAP disbursements are \$42,325,748.</p> <p>Expected FY 2016 Public Housing rental revenue is \$6,228,558,</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

2014-3 Streamlined Inspections for Housing Choice Voucher Units

Streamlining Housing Choice Voucher inspections provides a two-part connection to the FCRHA's THRIVE initiative – (1) it reduces staff time spent on inspections of units that are historically of high-quality, and (2) it provides an incentive for families to maintain their units via less frequent inspections. This activity is expected to reduce the costs associated with conducting HCV inspections, encourage owners to maintain their units, and incentivize families to employ good housekeeping practices.

The activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units was first approved in the FCRHA's 2014 MTW Plan. HUD regulations currently mandate that housing authorities inspect every HCV unit at least annually to ensure it meets Housing Quality Standards (HQS). While the FCRHA intends to uphold HUD's high standards of decent, safe, and sanitary housing for all HCV families, the FCRHA believes it can maintain these standards more cost-effectively through regular biennial, quality control and special inspections.

In FY 2014, the FCRHA re-evaluated the scope of its activity to streamline inspections for all HCV units in response to inspection staff concerns that units which have repeatedly failed inspections might continue to pose potential hazards to tenants if not reinspected. Rather than allowing all HCV units to transition to biennial inspections after one passed inspection and self-certification by the household and the landlord, the FCRHA will also rely on its inspectors to determine if the unit and both parties are prepared for biennial inspections. Inspectors will take into account whether or not a landlord conducts their own annual inspection, responds to repairs timely and has a good history of working with the tenant to address lease violations. In addition, the inspector will consider the tenant's housekeeping, ability to address housing issues with the landlord and ability to maintain their home in a decent, safe and sanitary condition.

Tenants, owners, or a third-party will continue to have the option to request Special Inspections at any time, and any complaints received by the FCRHA from a tenant, owner or third-party may revert a unit back to an annual inspection cycle. Additionally, all HCV units will be subject to Quality Control Inspections and the FCRHA will specifically focus those inspections on households less likely to report unsafe or unsanitary conditions. Inspection staff will follow HQS protocol including using HUD Form 52580 for all inspections.

While all HCV households received notification in Fiscal Year 2014 of the change in inspection cycle, the FCRHA began actual implementation of streamlined inspections in Fiscal Year 2015. Beginning November 2014, and each month thereafter, qualified units due for inspection will receive their last annual inspection and will be phased in to the biennial inspection.

Activity Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<p>The baseline was set using FY 2014 data.</p> <p>\$29.56 average hourly pay of HCV inspectors X 7,280 total staff hours (see CE#2) = \$215,197 total cost of HCV inspections</p>	<p>\$30.29 average hourly pay of HCV inspectors X 6,443 total staff hours (see CE#2) = \$195,158 total cost of HCV inspections</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	<p>The baseline was set using FY 2014 data.</p> <p>3.5 HCV inspectors X 2080 hours = 7,280 total staff hours</p>	<p>The FCRHA expects 11.5 percent of the units to move to biennial inspections in FY 2016.</p> <p>3.5 HCV inspectors X 2080 hours = 7,280 staff hours - 11.5% = 6,443 total staff hours</p>	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	In FY 2015, the average error rate of HCV inspections was less than 1 percent.	The FCRHA does not expect a decrease in the error rate of HCV inspections as a result of biennial unit inspections. For FY 2016, the expected average error rate of HCV inspections is less than 1 percent.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

2014-4 Streamlined Inspections for Public Housing Residents

This activity is currently on hold. See Activities On Hold.

2014-5 Institute a New Minimum Rent

This activity is being repropose in FY 2016. See Proposed MTW Activities: HUD Approval Requested.

2014-6 Design and Initiate a Rent Control Study

This activity is being repropose in FY 2016. See Proposed MTW Activities: HUD Approval Requested.

2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

This activity is currently on hold. See Activities On Hold.

2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination

This activity is currently on hold. See Activities On Hold.

2014-9 Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs

Along with other cost saving activities planned by the FCRHA, reforming the calculation used to determine the family's share of rent and utilities, by increasing the percent of the family's monthly adjusted income from 30% to 35%, allowed the FCRHA to counteract the financial impacts of federal sequestration. This reform, recommended by the THRIVE Advisory Committee; was expected to stabilize the Public Housing and HCV programs and was projected to be sufficient to close the operating subsidy shortfall in the Public Housing program.

In the Housing Choice Voucher and Public Housing programs, the amount that a participant family pays for rent and utilities (the family share) is based on the highest of: a minimum rent of \$50, 10 percent of the family's monthly gross income, or 30 percent of the family's monthly adjusted income.

The FCRHA proposed to change the way the majority of program participants have their rent calculated which is based on 30 percent of their monthly adjusted income. The FCRHA proposed to:

Increase the percentage from 30 percent to 35 percent of adjusted income.

Apply the change to all families in both programs, with the exception of families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) and families in the Housing Choice Voucher Veterans Affairs Supportive Housing (VASH) program. These families will continue to pay the highest of (1) 30 percent of adjusted income, (2) 10 percent of gross income, or (3) the FCRHA's current minimum rent.

The activity 2014-9 Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs was first approved in an amended FY 2014 MTW Plan. The FCRHA notified affected families and landlords of the change late in FY 2014. The FCRHA began phasing in implementation of this activity with reexaminations starting July 1, 2014 and expects to complete phase in by June 2015.

<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Data Source
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	
	Average HAP per HCV household affected by an increase in family share to 35% prior to implementing this policy was \$1,118.	In FY 2016, the FCRHA expects the average HAP per HCV household affected by an increase in family share to 35% after implementing this policy to be \$1,112.		

<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH)	The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2016 as a result of the policy to increase the family share to 35%. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Not Yet Implemented Activities

2015-1 Eliminate Flat Rents in the Public Housing Program

In the Public Housing program, families have the choice between paying a rent based on 35 percent of their adjusted income, or a “flat rent” that is established by property and bedroom size. These flat rents are set by the FCRHA and are equivalent to what the unit would rent for on the private market. HUD’s flat rent policy is intended to encourage self-sufficiency, but only 20 families in the FCRHA’s Public Housing program have selected the flat rent option. These families are paying less than the 35 percent standard that all other families are paying.

In an amended FY 2015 MTW Plan, the FCRHA proposed to eliminate the flat rent option so that all families currently paying flat rent would be required to pay 35 percent of their adjusted income at their next annual recertification. As of the writing of this FY 2016 MTW Plan, HUD has not approved this activity. The proposed implementation of this policy will begin after the amended Plan is approved. The FCRHA will send letters to all affected families notifying them that a new rent calculation based on 35 percent of their adjusted income will become effective at their next annual recertification. All affected families will be given at least a 90-day notice. Families whose recertification falls less than 90 days from notification will receive the new rent calculation at their second annual recertification.

Activities On Hold

2014-4 Streamlined Inspections for Public Housing Residents

Similarly to activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units, the FCRHA believes that streamlining its Public Housing inspections will both reduce costs for the agency and provide another tool for families to engage in their own self-sufficiency. Rather than treat all units and families the same, the FCRHA will focus its inspection efforts on educating families on Uniform Physical Condition Standards (UPCS), monitoring and inspecting at-risk/problematic units, encouraging families to maintain their units, and providing incentives to families that do so. This activity provides the FCRHA the flexibility to better allocate resources and reward committed families.

The activity 2014-4 Streamlined Inspections for Public Housing Residents was first approved in the FCRHA's FY 2014 MTW Plan. The FCRHA is currently revising the PH housekeeping streamlined inspection process. This activity is currently on hold.

2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

The activity 2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance was first approved in the FCRHA's FY 2014 MTW Plan. The FCRHA owns and operates 209 Public Housing units that are considered “scattered” or within properties not wholly-owned by the FCRHA. Many of these units are townhouses that operate within homeownership association covenants. The FCRHA requested MTW flexibility to project base these Public Housing units without a local competitive process and exceed the percentage of housing voucher assistance that it is permitted to project-base.

In FY 2014, the FCRHA applied for the Rental Assistance Demonstration (RAD), which will allow conversion of its Public Housing stock to long-term Section 8 rental assistance contracts. Pending determination of its RAD application, the FCRHA has put activity 2014-7 on hold. The FCRHA does not have any current plans to reactivate this activity.

2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination

Along with other activities that produce cost efficiencies for the FCRHA, implementing reduced Housing Choice Voucher payment standards at the first annual re-examination rather than the second annual re-exam will result in significant savings for the FCRHA. Fairfax County has one of the highest costs of housing in the Country and the FCRHA administers over 3500 Housing Choice Vouchers to help low income families afford housing in the County. In October 2013, HUD made effective lower payment standards for the area than previously approved by the FCRHA. The FCRHA opted not to apply the FY 2014 reduced payment standards for two-bedroom units but otherwise, the reduced payment standards became effective immediately for new lease-ups. The FCRHA requested MTW flexibility to begin implementing the reduced payment standards at the families' first annual re-examination rather than the second re-examination as currently allowed by statute.

The activity 2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination was first approved in an amended FY 2014 MTW Plan. The FCRHA informed all HCV families and landlords of the change late in FY 2014. However, due to the financial impact of implementing both reduced payment standards and increasing family share of rent to 35 percent (MTW Activity 2014-9) at the same time, the FCRHA has elected to put this activity on hold.

Closed Out Activities

Not Applicable.

MTW Sources and Uses of Funds

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 6,228,558
70600	HUD PHA Operating Grants	\$ 49,521,873
70610	Capital Grants	\$ 718,441
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$ 1,171,499
71100+72000	Interest Income	\$ 27,532
71600	Gain or Loss on Sale of Capital Assets	\$ -
71200+71300+71310+71400+71500	Other Income	\$ 7,222,530
70000	Total Revenue	\$ 64,890,433

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$ 6,929,906
91300+91310+92000	Management Fee Expense	\$ 1,171,499
91810	Allocated Overhead	\$ -
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 114,889
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$ 2,489,848
93500+93700	Labor	\$ -
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$ 4,642,254
95000 (95100+95200+95300+95500)	Total Protective Services	\$ -
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$ -
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$ 76,835
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$ -
97100+97200	Total Extraordinary Maintenance	\$ -
97300+97350	Housing Assistance Payments + HAP Portability-In	\$ 49,133,176
97400	Depreciation Expense	\$ -
97500+97600+97700+97800	All Other Expenses	\$ -
90000	Total Expenses	\$ 64,558,407

Describe the Activities that Will Use Only MTW Single Fund Flexibility

In FY 2016, the FCRHA will begin to evaluate the effectiveness of the MTW Block Grant and its impact on increasing cost effectiveness, moving families to self-sufficiency, and expanding housing options. In FY 2016, the FCRHA plans to utilize MTW Block Grant to:

- Provide a rental subsidy to new families entering the Bridging Affordability program. Housing choice will be provided to up to 100 new families.
- Implement the pilot Rent Reform Initiative. A new “work stabilization” deduction will be utilized to encourage families to work.
- Contract with a non-profit organization to provide case management to families involved in the pilot portfolio. Families will be connected to services to help them as they move to self-sufficiency.
- Enhance Yardi so that it can be utilized for the new pilot rent reform, as well as tracking certain metrics.

Ultimately, the success of the MTW Block Grant will be determined by looking at the outcomes achieved through the activities discussed above. The metrics for each MTW activity that uses MTW fund flexibility will be analyzed over the next two years for the MTW Block Grant study. In addition, any FCRHA use of MTW single fund flexibility that is not otherwise tracked through use of HUD Standard Metrics in an approved MTW activity will be analyzed with appropriate metrics developed by the FCRHA and which are designed to capture cost efficiencies, changes in family self-sufficiency and increased housing opportunities for low income families.

V.2.Plan.Local Asset Management Plan	
B. MTW Plan: Local Asset Management Plan	
Is the PHA allocating costs within statute?	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/>
Is the PHA implementing a local asset management plan (LAMP)?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
<p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
<div style="background-color: yellow; text-align: center; padding: 10px;"> <p>Not Applicable</p> </div>	

Administrative

Board Resolution adopting the Annual MTW Plan Certifications of Compliance

See Appendix B for a copy of the Board Resolution adopting the Annual MTW Plan Certifications of Compliance.

See Appendix C for a copy of the signed Certifications of Compliance.

See Appendix D for a certification by the County that the Fiscal Year 2016 MTW Plan is consistent with the Consolidated Plan.

Proof PHA Met the Requirements of the Standard Agreement

The FCRHA's draft Annual Moving to Work Plan for Fiscal Year 2016 was made available for public review beginning January 29, 2015 and ending March 19, 2015.

A public hearing was held on March 19, 2015 at the FCRHA's board room, located at 4500 University Drive, Fairfax, Virginia. Other than FCRHA Commissioners and staff, there were no other attendees at the public hearing for the draft Moving to Work Plan for Fiscal Year 2016.

See Appendix E for documentation of the Public Hearing.

PHA-Directed Evaluations of the Demonstration

The FCRHA will evaluate the MTW Demonstration using the HUD Standard Metrics previously identified under each MTW activity description. In addition, the FCRHA will evaluate the effectiveness of the MTW Block Grant and its impact on increasing cost effectiveness, moving families to self-sufficiency, and expanding housing options. In FY 2016, the FCRHA plans to utilize MTW Block Grant to:

- Provide a rental subsidy to new families entering the Bridging Affordability program. Housing choice will be provided to up to 100 new families.
- Implement the pilot Rent Reform Initiative. A new “work stabilization” deduction will be utilized to encourage families to work.
- Contract with a non-profit organization to provide case management to families involved in the pilot portfolio. Families will be connected to services to help them as they move to self-sufficiency.
- Enhance Yardi so that it can be utilized for the new pilot rent reform, as well as tracking certain metrics.

Ultimately, the success of the MTW Block Grant will be determined by looking at the outcomes achieved through the activities discussed above. The metrics for each MTW activity that uses MTW fund flexibility will be analyzed over the next two years for the MTW Block Grant study. In addition, any FCRHA use of MTW single fund flexibility that is not otherwise tracked through use of HUD Standard Metrics in an approved MTW activity will be analyzed with appropriate metrics developed by the FCRHA and which are designed to capture cost efficiencies, changes in family self-sufficiency and increased housing opportunities for low income families.

Annual Statement / Performance and Evaluation Report

See Appendix F for a copy of HUD 50075.1 Annual Statement/Performance and Evaluation Report for the Capital Fund Program.

Appendices

- A. Comprehensive List of FCRHA Activities
- B. Board Resolution Adopting Annual Plan
- C. Annual MTW Certifications of Compliance
- D. Certification of Consistency with the Consolidated Plan
- E. Documentation of Public Hearing
- F. Annual Statement/Performance and Evaluation Report

A. Comprehensive List of FCRHA Activities

ACTIVITY		STATUS
2014-1	Reduction in Frequency of Reexaminations	Implemented
2014-2	Eliminate Mandatory Earned Income Disregard Calculation	Implemented
2014-3	Streamlined Inspections for Housing Choice Voucher Units	Implemented
2014-4	Streamlined Inspections for Public Housing Residents	On Hold
2014-5	Institute a New Minimum Rent	Not Yet Implemented
2014-6	Design and Initiate a Rent Control Study	Not Yet Implemented
2014-7	Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance	On Hold
2014-8	Allow Implementation of Reduced Payment Standards at Next Annual Reexamination	On Hold
2014-9	Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs	Implemented
2015-1	Eliminate Flat Rents in the Public Housing Program	Not Yet Implemented
2016-1	Establish Bridging Affordability as a Gateway to the THRIVE Housing Continuum	Proposed
2016-2	Modify Project-Based Voucher Choice Mobility Criteria	Proposed

B. Board Resolution Adopting Annual Plan

A copy of the Board Resolution Adopting the Annual MTW Plan will be provided after the Plan has been adopted by the FCRHA.

B. Annual MTW Certifications of Compliance

Certifications of Compliance	
Annual Moving to Work Plan Certifications of Compliance	U.S. Department of Housing and Urban Development Office of Public and Indian Housing
Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan*	
<p>Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning _____, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:</p> <ol style="list-style-type: none">1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.	

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

PHA Name

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Title

Signature

Date

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

D. Certification of Consistency with the Consolidated Plan

Certification will be provided after the MTW Plan has been approved by the FCRHA.

E. Documentation of Public Hearing

Documentation will be provided after the Public Hearing scheduled for March 19.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 06/30/2017

Part I: Summary					
PHA Name: Fairfax County Redevelopment and Housing Authority		Grant Type and Number Capital Fund Program Grant No: VA39P01950116 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2016 FFY of Grant Approval:
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:1) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements	\$85,000			
4	1410 Administration (may not exceed 10% of line 21)	\$151,354			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$423,000			
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	\$854,191			
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary					
PHA Name: Fairfax County Redevelopment and Housing Authority		Grant Type and Number Capital Fund Program Grant No: VA39P01950116 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant:2016 FFY of Grant Approval:
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	\$1,513,545			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
Signature of Executive Director		Date		Signature of Public Housing Director	
				Date	

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Part II: Supporting Pages								
PHA Name: Fairfax County Redevelopment and Housing Authority			Grant Type and Number Capital Fund Program Grant No: VA39P01950116 CFFP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2016		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
VA1938 Kingsley Park	Replace all house wiring because of failing insulation in balance of units (approx. 15%, 85% done with FY15 funds).	1460	108	\$150,000				
VA1906 The Park	Repave parking lot and repair/replace failing sidewalks.	1460	24	\$110,000				
VA1945 Ragan Oaks	Repave parking lot and repair/replace failing sidewalks.	1460	51	\$95,000				
VA1940 Reston Towne Center	Repave parking lot.	1460	30	\$70,000				
VA1935 Barros Circle	Repair/replace failing sidewalks.	1460	44	\$65,000				
VA1939 Colchester Towne	Replace windows and patio sliding doors.	1460	8	\$30,000				
VA1936 Belleview	Replace windows.	1460	40	\$118,000				
VA1928 Heritage South	Replace windows.	1460	12	\$65,000				
VA1926 Heritage I	Replace windows.	1460	19	\$92,000				
VA1939 Heritage North	Replace windows.	1460	12	\$59,191				

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

² To be completed for the Performance and Evaluation Report.

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

Part III: Implementation Schedule for Capital Fund Financing Program					
PHA Name: Fairfax County Redevelopment and Housing Authority					Federal FFY of Grant: 2016
Development Number Name/PHA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates ¹
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End Date	
VA1938 Kingsley Park	9/2018		9/2020		
VA1906 The Park	9/2018		9/2020		
VA1945 Ragan Oaks	9/2018		9/2020		
VA1940 Reston Towne Center	9/2018		9/2020		
VA1935 Barros Circle	9/2018		9/2020		
VA1939 Colchester	9/2018		9/2020		
VA1936 Belleview	9/2018		9/2020		
VA1928 Heritage South	9/2018		9/2020		
VA1926 Heritage I	9/2018		9/2020		
VA1939 Heritage North	9/2018		9/2020		

¹ Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

[illegible]

¹ Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.